

Creating change and improvement in schools or other education organizations is complex, challenging work. Collective leadership is an approach that provides mutual support toward shared goals, allowing teachers and administrators to build collective efficacy and work better together.

The matrix shows seven collective leadership conditions that research links with successful change efforts—ones that shift practice, yield the results a team seeks, and ensure those changes are sustained. These conditions are captured in the Conditions Matrix below.

This tool will help you approach and navigate the Collective Leadership Conditions Matrix to gain insight into your own team's work, including new ideas about where you can look for solutions to longstanding problems of practice that may be recurring or difficult to resolve.

**In the spirit of collective leadership, we encourage you to reflect on what you're learning and how you're leading together.**

**1** Identify a recently implemented program or project. Name it here.

**2** To what degree were the intended goals accomplished?

**3** Take a look at the Results column. Which result on the Conditions Matrix aligns with your experience?

**4** Once you identify the result, take your finger and move it left across the Conditions Matrix.

**5** What condition might be disconnected from the work and how did that influence the results?

**6** Based on the conditions, what is an additional strength to support an area of challenge?

*How might other conditions have influenced your results?*

**7** How might the Conditions Matrix be helpful for future project implementation?